LKW

Can't distribute with Dissenter.

① From Kirk – what LKW responsibility is in relation to Matt. vs Ch TSB

LKW will take to Kirk

_____

⊕ look into 18-6 /

4 MAY 1965

MEMORANDUM FOR: Director of Personnel

Eck:

        We would like to begin soon the selection of DD/S candidates for the next Midcareer Executive Development Course and because of the disparity of format used in presenting candidates for the last course to the Training Selection Board, guidance is needed for use by the several Support Career Services. I understand the guidance contained in a memorandum from the Chairman, Training Selection Board to the Heads of Career Services dated 14 April 1965 has been distributed in some Career Services but we have withheld it from the Support Career Services pending a decision regarding changes in the memorandum. May we have your advice as to the distribution of this or some other guidance to the Support Career Services.

25X1

EO-DD/S:VRT:nfa (3 May 65)
Distribution:
  Orig - Adse
     1 - DD/S Subject
     1 - DD/S Chrono

ILLEGIB

4 May 65

To: 1. [   ]   STAT

     2. Col. White   STAT

                              [   ]
                         RBJH

3 May 1965

Colonel White:

Attached is the back-
ground and most recent
correspondence on the
Midcareer Program re- STAT
sulting from [   ]
study. [   ] is STAT
ready to brief you on it
at any time.

sbo

26 April 1965

STAT

I believe my note of 14 April sets forth my comments on the tight selectivity of candidates for attendance at the Midcareer Executive Development Course.

It is my belief that the reduction of slots made by the smaller offices will more than take care of our requirements. Two factors, (1) the reduction of attendance from the smaller offices STAT and (2) the more strict qualifications, would preclude any change in the quota formula.

SECRET

14 April 1965

To [   ]   25X1

You asked that I comment on the Midcareer Executive Development Course as set forth in the attached papers. As Mr. Baird states in paragraph 5.d of his memorandum, DD/S's only requirement for increased courses would be because of the Communications and Security Officers desiring greater attendance. Since our discussion of a few days ago, concerning the nomination of more qualified individuals, it is my belief that our position will be changed and that additional courses will not be needed.

The cost of [   ] to run two extra courses annually   25X1
certainly does not warrant such activity in these days of mandatory saving.

Mr. Karamessines' memorandum reflects a thought of mine, to which I would like to give emphasis, and that is his comment concerning the changing of the name from the Midcareer Executive Development Course to simply the Midcareer Course. The Course "does not make executives" and even we decided sometime ago that those who were not selected for the program would not be advised. This plus inability to attend an executive course plus the JOT Program does not provide much solace for the rank and file faithfully giving their services.

I still have a feeling that there is room for well qualified specialists as well as generalists in the present number of courses offered, knowing that our criteria will be more exacting. Our smaller offices will soon "run out of candidates".

[   ]   25X1

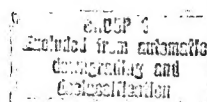Senior Training Officer
Deputy Director for Support

Attachments
    (DD/S 65-1691; DD/S 65-1293; and background material)

Distribution:
    Orig - Addressee, w/Atts (for DD/S Subject File)
        1 - Senior Training Officer, DD/S

SECRET

22 April 1965

STAT

STAT

I have read the [   ] report along with the comments attached to the copy you forwarded.

1. In regard to allocation of quotas:

    a. Among the Directorates--

        I understand that the quotas were originally established as a percentage of available GS-13 generalists. If the same ratios continue to obtain, I would see no reason for changing quota distribution now.

        In connection with [   ] projections of present class composition in terms of eventual incumbency of GS-15 positions, it should be noted that the quotas as established vary in terms of "Career Service Groups" by not more than 9% in any given instance--certainly not a major deviation when we're considering selection from "available generalists" against the total positions populations in grades GS-15 and above.

        Were we to change the allocation to equate with his statistics we would:

        (1) Increase DCI participation (even Vance counsels against this)

        (2) Decrease DD/S and DD/I participation (though I understand both have been meeting their quotas)

        (3) Increase DD/P participation (though Mr. Karamessines feels that the present distribution is satisfactory)

        As [   ] points out, the DCI quota will probably go begging more often than not. With its redistribution-- hopefully to bring up the DD/P percentage--I'd say that the present allocation is okay.

STAT

STAT

b. Within the Support Directorate:

        [____] hints at mal-distribution here--saying that Personnel and Logistics quotas are the same, even though Logistics has twice the number of senior positions. This is undoubtedly true -- very few GS-13 Personnel Officers are abroad and "unavailable"-- probably more Logistics Officers are--certainly most Admin Officers at GS-13 are abroad. Perhaps quota distribution within the Support Services should be looked at--although [____] states that such a look is perhaps premature.

2. In regard to numbers attending:

If numbers are increased at the same time that criteria are tightened, the quotas will become increasingly diffi- cult to fill. A study would be required, but I'm virtually certain that, aside from the high paid technical and scien- tific types, higher grades and lower ages would dry up sources of candidates.

HLB

16 April 1965

1

2

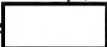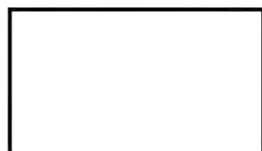I would appreciate your comments and suggestions regarding the allocation of quotas for the Midcareer Executive Development Course. Please look first at the allocation among the Directorates and then consider the allocation within the DD/S.

If you wish to make comments on other parts of the [ ] report attached feel free to do so, but at this time the only comment solicited is regarding the quota system.

GS-169

DD/PS-1233

12 April 1965

MEMORANDUM FOR: Deputy Director for Support

      Red:

      I am sorry for the delay in answering your note of
31 March 1965 requesting comments on the "Special Report
on CIA Employees Selected for the Mid Career Executive
Development Course" prepared by the Director of Personnel.
After reviewing the recommendations contained in this
Report, I believe we should leave the quota of students
unchanged, retain the present distribution pattern and
also the age requirement of 35-45.

      I wonder if we have presented this course often
enough, and there has been sufficient understanding within
the Agency as to the value of this course, to make changes
at this time. There seems to be a feeling, as evidenced
by the basic premise of the Report, that the Mid Career
Course is mandatory for an officer to be promoted to GS-15
or above. The author of the Special Report states in
paragraph 2, "A special feature of the program was to be
a six weeks 'core' course conducted by the Office of Train-
ing for those mid careerists considered most likely to
reach senior managerial levels". I believe that the course
as presently structured does not "make executives" and,
therefore, I prefer to call it the Mid Career Course rather
than the Mid Career Executive Development Course. Further-
more, it is my understanding that the Mid Career Course
is only a part of the Mid Career Training Program which
may be developed for any young officer. I can think of a
number of cases in the Clandestine Services where young
officers through experience in the field and at Headquarters
have had a depth of association with other components of
the Agency, other departments of the US Government, and in
the interpretation and implementation of US policy abroad
so that attendance at the Mid Career Course would be some-
what fruitless. Certain of these officers will undoubtedly
rise to positions of responsibility in the Agency but their
Mid Career Training Programs will not include attendance
at the Mid Career Course. I feel, therefore, that the
implication contained in the Special Report, i.e., that

Excluded from automatic
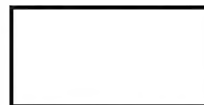downgrading and
declassification

the Mid Career Course is the only path to greatness is a mistake and should be corrected.

We are in a period of transition at this time during which the Clandestine Services has gradually but steadily reduced the number of personnel on board. Under these circumstances it is especially difficult for us to increase the yearly requirement for attendance at training courses.

The distribution of spaces within the present ceiling of 90 for the Mid Career Course may be somewhat low based upon the number of senior positions existent in the Clandestine Services, but taking into consideration the factors stated above concerning the need to attend this course on the part of middle grade CS officers, I feel that the present distribution is satisfactory.

The Mid Career Training Program and the Mid Career Course have been in existence for barely two years. In this stage of development we in the Clandestine Services have found it desirable to enroll junior GS-14s in this course to provide a broad view of government and international affairs although the individuals may be close to the mid-40 mark in age. This has proved useful to us and to the officers enrolled. As time goes on I am sure that the average grade of Clandestine Services officers enrolled will be reduced but at this point I feel it unwise to limit ourselves by a lowering of the artificial age bracket for course qualifications.

I hope these comments will be useful to you and that you recognize as I that the Clandestine Services has certain problems unique to this service in the training of its junior and mid career officers. Therefore, we would appreciate no change being made at this time in the present composition of the Mid Career Course.

25X1

T. H. Karamessines

SECRET

DD/S 65-1451

3 1 MAR 1965

MEMORANDUM FOR: Assistant Deputy Director for Plans

Tom:

   Some weeks ago the Director of Personnel prepared
a "Special Report on CIA Employees Selected for the Midcareer Executive
Development Course." A copy of this report was sent to you, but I am at-
taching another copy for your ready reference.

   As you will note, this report raised some questions
about whether our annual quota was large enough, whether the trainees
were properly distributed by career service, and whether our age require-
ments were realistic. I asked the Director of Training for his comments,
and on 18 March I received a memorandum from him from which I quote:
"DD/P presently has an annual quota of 27. The Senior Training Officer
has stated they normally have more nominees per course than can be en-
tered. However, he does not desire to make a determination as to whether
they need any increase in quota. He did state, however, that 'if a DD/P
analysis of the Office of Personnel study on the Midcareer Executive Devel-
opment Course is desired, they will make it upon receipt of such a request.'

   As you know, the Director, General Carter, and
Mr. Kirkpatrick all attach great importance to this Course. I therefore
feel that we must resolve the questions raised by this special report and
should make specific recommendations regarding what changes might be
in order. I should, of course, much prefer to make these recommendations
based upon DD/P comments as well as those which we have received from
the other Directorates. I think that this would not require very much time,
and I should appreciate receiving any comments you care to make within
the next several days.

L. K. White

Att: As Stated

cc: D/Pers
 DTR

DD/S:LKW:jrf
Distribution:
 0 - Adse w/X of att
 1 - DD/S subj w/X of att & background
 1 - DD/S chrono

GROUP 1
Excluded from automatic
downgrading and
declassification

TRANSMITTAL SLIP	DATE 24 March 1965

TO:
Colonel White

ROOM NO.	BUILDING

REMARKS:

You indicated you wanted

to read the attached memorandum.

STAT

FROM:

ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55   REPLACES FORM 36-8   ☆ GPO : 1957—O—439445   (47)
                  WHICH MAY BE USED.

SECRET

DD/S 65-1293

1 9 MAR 1955

MEMORANDUM FOR: Deputy Director for Support

SUBJECT   : Midcareer Executive Development Course

REFERENCE   : Memo fr DDS to DTR same subj dated 4 Feb 65

1. I seriously question whether there is a need to increase either
the number of runnings or the enrollment of the Midcareer Executive
Development Course. I do concur, however, in the proposal for
tightening up of selection criteria and a reduction in age of students.
My views and comments are outlined in greater detail below.

2. Increasing the annual quota of midcareerists to 150 students
could be accommodated by the Office of Training in two different ways.
One would be by presenting three courses per year as at present but
with each course having 50 students instead of 30. The other way
would be by increasing the number of courses per year from three
to five and retaining the number of students at 30 in each class. Both
of these solutions would present problems of substantial proportions.

3. Presenting three courses per year for 50 students each would
not be feasible for these reasons: (a) [   ] does not   25X1
have satisfactory accommodations for a group of this size; (b) cramped
conditions would be encountered at 1000 Glebe in handling a class this
large; (c) the informal evening sessions could not be conducted at   25X1
[   ] unless we pre-empted the [   ] (d) the
major field trip would require two planes instead of one [   ]   25X1
[   ] (e) and, in a class of this size we would lose the   25X1
close working relationship and interchange between the students that
now exists.
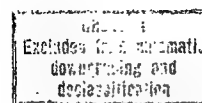
4. Presenting five courses annually for 30 students, though it is
feasible, would have the following disadvantages: (a) we would have
difficulty in maintaining the desired level of guest speakers in the
first and third phases of the course; (b) an increase of one position
[   ] on the MSOC staff would be required if 5 courses were run;   25X1

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25X1   (c) we would need an additional ▢ per course run at ▢   25X1
(d) there would be the added cost of extra flights to ▢ (e)   25X1
there would also be cost of extra flights for major field trip (approx-
25X1   imately ▢ plus increase per diem costs ▢ and (f)   25X1
finally there would be the extra cost for non-government guest
speakers in third phase of course ▢ It would cost approxi-   25X1
25X1   mately ▢ to run two extra courses annually.

    5. In an effort to verify whether additional runnings are indicated,
the Office of Training contacted all of the Senior Training Officers to
determine how many candidates they could make available for the
Course during FY 66. The survey reflected the following require-
ments of the Directorates:

    a. DDI presently has an annual quota of 24. Their require-
ments for FY 1966 would be a quota of 30 with a remote possi-
bility that they could use 33.

    b. DDS&T presently has an annual quota of 12. They will
have a difficult time continuing to meet this quota. It might
also be noted that it would be more difficult if the principle of
"career status" were adhered to because some of their candidates
have not had 3 years Agency service.

    c. Office of the DCI presently has an annual quota of 3. They
have only had 3 in the first 5 courses. Their unused quota was
rotated to other directorates. In the next year to year and a half
they will have a possible 3 or 5.

    d. DDS presently has an annual quota of 24. Communica-
tion and Security have expressed a desire for a very large
percentage of their GS-13's to be included in the course. To
handle them in the near future would require an increase of
quota. However, the backlog of the other components is being
reduced realistically and in a reasonable period of time their
quotas can be allocated to OC and OS. For example, the Office
of Finance has only one more employee to be trained in the
course. The basic question of how many employees at any one

2

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time could be made available from the Offices of Communication and Security has not been asked. If they could make available an additional employee for each of three courses, this would require a DDS quota of 30 annually.

    e. DDP presently has an annual quota of 27. The Senior Training Officer has stated they normally have more nominees per course than can be entered. However, he does not desire to make a determination as to whether they need any increase in quota. He did state, however, that "if a DDP analysis of the Office of Personnel study on the Midcareer Executive Development Course is desired, they will make it upon receipt of such a request."

    5. In summation it can be stated an increase of 5 courses per year would cost an additional staff position and approximately [   ] per year. While 4 courses could be handled at [   ] without undue problems, 5 would cause them to make an extensive realignment of their other commitments. An increase to 50 students three times per year is just not practical. With the exception of the DDP, the survey disclosed the possible increase of students per year would probably not exceed 10 or 12. The limitation of 90 students per year was originally based on a statistical survey as to the number of GS-13 generalists, as opposed to specialists, available at Headquarters, that would qualify for the course. In my considered judgment, substantiated by the faculty of MSOC, an Agency quota of 90 students annually would not be oversubscribed if the standards of selection were raised to meet those stated in the course requirements. I conclude, therefore, that the presently established quota of 90 students per year is quite realistic, though perhaps the DDS&T and the Office of the DCI quotas should be reduced and redistributed.

25X1

25X1

25X1

MATTHEW BAIRD
Director of Training

SECRET

4 FEB 1965

MEMORANDUM FOR: Director of Training

SUBJECT   : Midcareer Executive Development Course

1. Attached is a special report by the Office of Personnel analyzing the present and future of the Midcareer Executive Development Course. There are certain conclusions emerging from this study which indicate that there will be a possible shortage of selected and qualified personnel for promotion to GS-15 beginning in Fiscal Year 1969.

2. A possible solution to this future deficiency is increasing the annual quota of Midcareerists to 150 students. With such a move there would be a tightening up of selection criteria and a reduction in age requirements for the students. Before considering this problem any further, I would appreciate having your reaction to the proposals and what, if any, additional requirements in personnel and facilities might be necessary within the Office of Training.

/s/ L. K. White

L. K. White
Deputy Director
for Support

Att
  Special Report - Midcareer Executive
  Development Course

ADD/S:fp
Dist:
  O&1 - Addressee w/att
  1 - DD/S subject w/att
  1 - DD/S chrono w/o att

GROUP 1
Excluded from automatic
downgrading and
declassification
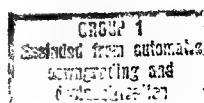
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Special Report

on

CIA Employees Selected for

MIDCAREER EXECUTIVE DEVELOPMENT COURSE

I. INTRODUCTION

On 29 March 1963 CIA launched a new Midcareer Training Program designed to identify promising midcareerists and prepare them through special training for advancement to positions of senior responsibility. Sponsors of this new program viewed it as one of the essential foundation blocks in the Agency's career development structure, complementing long-established programs for inducting and training junior officers and for training and development of senior officers through use of the various Senior Schools.

25X1

        which announced the new Midcareer Program asked Career Service Heads to "evaluate critically all employees now in or later promoted to grade GS-13 /or 14/ and identify those who should participate in the midcareer training program." For candidates identified in this manner, an individually tailored developmental program of not more than 5 years was to be prepared. A special feature of the program was to be a 6 weeks "core" course conducted by the Office of Training for those midcareerists considered most likely to reach senior managerial levels. The first running of this Midcareer Executive Development Course began 7 October 1963. It has been repeated 3 times a year with 30 students in each class. The 5th course began 11 January 1965. Thus, to date, 150 employees have been selected for this challenging opportunity.

- Where have they come from?
- What are they like?
- And what are their expectations?

Some answers and comments on these and related questions are the subject of this report.

II. MIDCAREERISTS

Let's develop some statistical pictures of our midcareerists -- the 150 tapped so far to attend the Executive Development Course -- and relate them to: (1) selection criteria established for participants, and (2) their probable career prospects. Perhaps this process will suggest some useful observations about the Midcareer Program.

A. Selection Criteria

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Action Memorandum A-388 (23 June '64) supplements the selection criteria for midcareerists that appeared in   and lays out ground rules for Career Services to follow in making their choices. A-388 cites 3 key criteria:

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Grade   — GS-13 (or young, recently promoted 14)

Age   — 35-45

Potential — demonstrated potential to be promoted eventually to GS-15 or higher.

An additional criterion is specified in A-388 for candidates who attend the Midcareer Executive Development Course; they are to be the midcareerists considered "most likely /to/ be assigned to executive or managerial responsibility at the senior levels."

B. Annual Quotas

As noted earlier, the Midcareer Executive Development Course (designed to prepare candidates for managerial positions at and above the GS-15 level) is offered 3 times a year to 30-man classes. This means a quota of 90 students per year. How does that figure compare with future annual requirements for new GS-15 managers?

25X9

To begin with, on 31 August 1964 CIA had [   ] positions at or above the GS-15 level. No breakdown is available to show how many of these positions are managerial but, considering the Agency's rotation policies, it is safe to assume that at least 90% of the employees who fill them must at some time after reaching GS-15 perform duties involving managerial or executive respon- 25X9
sibilities. On the same date -- 31 August 1964 -- the Agency had [   ]
25X9 employees GS-15 and above. Of this number, slightly more than [   ] were age
50 or above, and another [   ] were 45-49 years of age. 25X9

The precise number of employees who can expect in years to come to move
25X9 up to GS-15 is a matter of conjecture. [   ] made the jump in FY '63, another 25X9
[   ] in FY '64. During the next 3-4 years the number will doubtless be smaller. But after that, according to present projections, the curve will go up so that for at least the 10 years following FY '69 the annual figure should be
25X9 in the range from [   ] Applying our "90% managerial ratio", this means
an annual requirement for about [   ] new GS-15 managers during the target 25X9
years for which we are now preparing midcareerists.

From the foregoing, it is clear that if our senior managers of the future are to be products of the Midcareer Executive Development Course, then class quotas must be raised. Attrition will probably cut 10%-15% from each class before its members can reach GS-15. And, of course, some margin of error, say 15%-25%, must be allowed for those who fail to meet expectations, particularly if we continue to try to select them at the GS-13 level. Thus, to supply in 5-15 years hence an average of 100 new managers a year, we should currently be training annually at least 150 midcareerists.

C. Distribution by Career Service

TAB A presents a complete picture of the distribution of our 150 midcareerists by: Career Service, grade, and age. The first two of these elements are

SECRET

summarized in the table below:

CAREER SERVICE	GRADE		
	GS-14	GS-13	TOTAL
DCI Group	-	3	3
DDS&T Group	9	7	16
DDP Group	5	42	47
DDI Group	14	27	41
I	-	1	
OBI	1	-	
OCI	1	5	
OCR	-	9	
FBIS	1	2	
OO/C	2	4	
NPIC	3	3	
ORR	6	3	
DDS Group	9	34	43
S	1	4	
COMMO	2	7	
FINANCE	-	5	
LOGISTICS	-	5	
MEDICAL	-	2	
PERSONNEL	1	4	
SECURITY	-	6	
TRAINING	5	1	
TOTAL	37	113	150

Let's see how the above distribution, by Career Service Group, compares with the proportion of senior <u>positions</u> in each of these groups.

CS Group	Positions GS-15 & Above (31 Aug 1964)		Midcareerists	
	Total	%	%	Total
DCI		6%		3
DDS&T		11%		16
DDI		22%		41
DDS		21%		43
DDP		40%		47
TOTALS		100%		150

25X1

25X9

3

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Since DCI draws many of its senior officers from other Career Services, perhaps its present percentage of the midcareer quota is about right. DDS&T, too, seems in line. But adjustments are clearly indicated in the distribution of quotas among DDI, DDS, and DDP.

It is premature, perhaps, to comment on the allocation of quotas among the individual Career Services of DDI and DDS; too few classes have been held. But it is obvious that, to date, quotas sometimes bear little relationship to the proportion of senior positions in a Service to which its trainees can aspire. For example, OCR and ORR have selected the same number of midcareerists (9); yet ORR has 67 senior positions against OCR's 17. Similarly, Personnel and Logistics have each picked 5 midcareerists even though Logistics has 31 senior positions against Personnel's 15.

D. Age and Grade Distribution

Of the 150 midcareerists in our study group, 37 were GS-14 when they attended the Executive Development Course, 113 were GS-13. The following table depicts their age distribution by grade.

Grade	AGE IN YEAR ENTERED MIDCAREER PROGRAM																		Total
	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	
GS-14		1	2	1	1	3	3	4	4	5	2	4	2	4	1	-	-	-	37
GS-13	1	2	6	9	9	7	17	7	8	10	7	11	6	2	5	3	-	3	113
Total	1	3	8	10	10	10	20	11	12	15	9	15	8	6	6	3	-	3	150

Note that GS-14 midcareerists had a median age of 40, 13's a median age of 39. The senior officers whom they can expect to succeed followed this age pattern, as of 30 June '64:

Grade	Avg. Age	TOTAL	Under 35	35-39	40-44	45-49	50-54	55-59	60 & Over
GS-18	53.5								
GS-17	49.5								
GS-16	48.2								
GS-15	47.8								
TOTALS									
GS-14	45.5								
GS-13	43.1								

25X9

4

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In each of Fiscal Years '63 and '64, the average age of CIA officers promoted to senior rank (i.e., GS-14 to 15) was 43.8. This fact, combined with data in the preceding table, suggests the need for adjustments in our age criteria for _midcareerists_. Exceedingly few GS-13's now over 40 can realistically expect to reach GS-15, because the officers they must succeed are too near their own age. Most GS-14's in the _mid-40's_ face the same dilemma.

Instead of our present age requirement of 35-45 for midcareerists, a more realistic spread is probably about 32-42. Better yet, since for all practical purposes grade requirements take care of minimum ages, why not set merely an _upper_ limit of, say, 41 for GS-13's and 43 for 14's? This would bring our age groupings more closely in line with those of several other well established midcareer programs. For instance, the military services pick "midcareer officers" for the Armed Forces Staff College from among Majors and Lt. Colonels with up to 19 years of service (this generally means up to 41 years of age.) And Harvard Business School, in its popular course for "middle managers", sets an age limit of 40. Such age criteria stem from the fact that, as with CIA members, military officers and business leaders who reach senior rank usually do so in their early or mid-40's.

E. Miscellaneous

TAB B contains class rosters for the 5 Executive Development Courses. They show that, to date, only 2 women have been selected for midcareer training.

Academically, the classes looked like this:

CLASS	AB	MA	PhD	LAW	NONE	TOTAL
			ACADEMIC DEGREE			
Class #1	15	8	2	2	3	30
Class #2	17	8	-	-	5	30
Class #3	10	8	2	1	9	30
Class #4	16	7	-	1	6	30
Class #5	12	10	2	-	6	30
TOTALS	70	41	6	4	29	150

Remarks about individual midcareerists have purposely been avoided. However, it is difficult to pass silently by the 46 year old GS-13 in Class #2 who 8 years earlier was enrolled under CIA sponsorship in a 10-month _Senior_ _School_!

5

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III. SUMMARY

This report presents information about the 150 CIA employees who since 1963 have attended the Agency's Midcareer Executive Development Course. After noting the criteria established for their selection, the report attempts to relate these criteria to the age, grade, and Career Service of the trainees involved. From this process 3 main observations have emerged:

1. Annual Quotas

If, in years to come, CIA's senior managers are to be products of the Midcareer Executive Development Course, our current output of 90 a year is too small; it should be at least 150. If this goal cannot be achieved now by offering more frequent courses or increasing their size, then until it can be done, the great preponderance of trainees should be picked from among our most promising young GS-14 managerial candidates.

2. Distribution by Career Service

The proportion of trainees in the Executive Development Course drawn from each Career Service should bear a closer relationship to the future requirements of those Services for senior managers. This is not meant to suggest rigid quotas, particularly below the directorate level, but is a plea for recognition of the relation that ought to exist between hope and opportunity.

3. Age

Present age requirements for midcareerists are too high. Instead of specifying a 35-45 year age span, we should merely set upper limits. And current age-grade patterns among Agency personnel suggest that these limits ought to approximate:

> 41 for GS-13
> 43 for GS-14

GS-14 MIDCAREERISTS

MIDCAREER EXECUTIVE DEVELOPMENT COURSES 1-5

Distribution by Age & Career Service

Career Service	AGE IN YEAR ENTERED MIDCAREER PROGRAM																		Total
	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	
DCI																			0
DDS&T																			-
OCS									1					1					2
OEL										1		1							2
ORD		1																	1
OSA																			0
OSI						1	1	1	1										4
DDI																			-
I																			0
OBI												1							1
OCI											1								1
OCR																			0
STATSPEC						1													1
OO/C											1				1				2
NPIC			2			1													3
ORR								2	1	1		1		1					6
DDS																			-
S				1															1
COMMO							1	1											2
FINANCE																			0
LOGISTICS																			0
MEDICAL																			0
PERSONNEL														1					1
SECURITY																			0
TRAINING										1	1		2	1					5
DDP						1	1		1	1		1							5
TOTAL		1	2	1	1	3	3	4	4	5	2	4	2	4	1	-	-	-	37

GS-13 MIDCAREERISTS

MIDCAREER EXECUTIVE DEVELOPMENT COURSES 1-5

Distribution by Age & Career Service

Career Service	AGE IN YEAR ENTERED MIDCAREER PROGRAM																		Total
	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	
DCI																			-
CABLE SEC													1						1
AUDIT									1										1
OGC				1															1
DDS&T																			-
OCS							1									1			2
OEL												1	1			1			3
ORD																			0
OSA	1																		1
OSI					1														1
DDI																			-
I							1												1
OBI																			0
OCI			1		1		1	1				1							5
OCR		1	1	1			1		1	1		1			1			1	9
STATSPEC											1	1							2
OO/C									1			2	1						4
NPIC			1	1	1														3
ORR					1		1	1											3
DDS																			-
S				1	1				1				1						4
COMMO		1					3			2			1						7
FINANCE							1	1	1		1							1	5
LOGISTICS				1							1			1		1		1	5
MEDICAL		1									1								2
PERSONNEL									1				2	1					4
SECURITY		1		1			2				1					1			6
TRAINING									1										1
DDP		1		3	4	7	6	4	3	4	4	3				3			42
TOTAL	1	2	6	9	9	7	17	7	8	10	7	11	6	2	5	3	-	3	113

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ROSTER

MIDCAREER EXECUTIVE DEVELOPMENT COURSE #1

7 October - 15 November 1963

Name	Career Service	Degree	Age	Grade	Date of Grade
DCI 25X1					
	E (Cab. Sec.)	None	44	GS-13	1956
DD/S&T 25X1					
	R (OEL)	MA	41	GS-14	1961
	R (OSI)	BS	36	GS-13	1961
DD/P 25X1					
	D	AB	38	GS-13	1960
	D	LLB	38	GS-13	1962
	D	MA	38	GS-14	1963
	D	AB	37	GS-13	1963
	D	BS	43	GS-13	1962
	D	AB	39	GS-13	1961
	D	BS	43	GS-13	1958
	D	BS	37	GS-13	1961
	D	MA	40	GS-13	1962
DD/I 25X1					
	IR	MA	41	GS-14	1960
	IC	PhD	38	GS-13	1958
	IOB	MA	43	GS-13	1960
	IR	MS	40	GS-14	1957
	IC	AB	39	GS-13	1961
	IB	MA	43	GS-14	1958
	ID	AB	33	GS-13	1962
	IOC	BS	43	GS-13	1955
DD/S 25X1					
	SM	None	34	GS-13	1961
	ST	MA	44	GS-14	1962
	ST	AB	42	GS-14	1962
	SL	LLB	35	GS-13	1961
	SC	None	38	GS-13	1959
	SF	BS	42	GS-13	1956
	SP	PhD	44	GS-13	1956
	S	AB	36	GS-13	1960
	SS	BS	46	GS-13	1957
	SS	BS	34	GS-13	1961

NOTES: 1. Grade is shown as of date course ended.

2. Age is computed as of <u>year</u> course occurred; birth <u>months</u> are ignored.

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ROSTER

MIDCAREER EXECUTIVE DEVELOPMENT COURSE #2

13 January - 20 February 1964

Name	Career Service	Degree	Age	Grade	Date of Grade
DCI 25X1					
	E (Audit)	AB	40	GS-13	1962
DD/S&T 25X1					
	R (OSI)	AB	37	GS-14	1963
	R (OEL)	BS	43	GS-14	1957
	R (OCS)	AB	38	GS-13	1961
DD/P 25X1					
	D	None	46	GS-13	1960
	D	MA	46	GS-13	1952
	D	None	41	GS-13	1959
	D	BS	43	GS-13	1956
	D	BS	36	GS-13	1962
	D	AB	39	GS-13	1961
	D	AB	37	GS-13	1958
	D	AB	40	GS-13	1957
	D	BS	36	GS-13	1962
DD/I 25X1					
	IC	MA	34	GS-13	1962
	IP	BS	36	GS-13	1962
	ID	MA	38	GS-13	1961
	ID	MA	49	GS-13	1958
	IR	MA	36	GS-13	1962
	IR	MA	38	GS-13	1963
	IOB	AB	36	GS-14	1960
	IR	MA	39	GS-14	1962
DD/S 25X1					
	SP	None	41	GS-13	1960
	S	AB	35	GS-14	1963
	SC	AB	41	GS-13	1957
	SS	AB	38	GS-13	1961
	SL	MA	49	GS-13	1957
	SM	None	43	GS-13	1962
	SF	BS	49	GS-13	1958
	SC	None	38	GS-14	1963
	ST	AB	44	GS-14	1963

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ROSTER

MIDCAREER EXECUTIVE DEVELOPMENT COURSE #3

· 20 April - 28 May 1964

Name	Career Service	Degree	Age	Grade	Date of Grade
DCI 25X1					
	EL (OGC)	LLM	35	GS-13	1962
DD/S&T 25X1					
	R (OCB)	None	47	GS-13	1961
	R (OEL)	None	44	GS-13	1959
	R (OSI)	BS	39	GS-14	1961
DD/P 25X1					
	D	MA	41	GS-13	1963
	D	MA	37	GS-13	1962
	D	None	42	GS-13	1957
	D	None	42	GS-13	1959
	D	MS	41	GS-13	1956
	D	AB	35	GS-13	1963
	D	AB	36	GS-13	1961
	D	MA	40	GS-14	1957
	D	None	38	GS-13	1961
DD/I 25X1					
	ID	None	40	GS-13	1955
	IP	AB	34	GS-14	1962
	IC	PhD	36	GS-13	1963
	IP	AB	34	GS-14	1962
	IR	BS	39	GS-14	1962
	IOC	BS	40	GS-13	1962
	IR	MS	39	GS-13	1961
	ID	MS	34	GS-13	1962
	IOC	MA	43	GS-13	1960
DD/S 25X1					
	SP	None	45	GS-14	1963
	SL	AB	47	GS-13	1961
	SC	None	39	GS-14	1962
	SS	AB	38	GS-13	1958
	SA	MA	43	GS-13	1962
	SF	BS	40	GS-13	1957
	SC	None	34	GS-13	1962
	ST	PhD	45	GS-14	1963

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ROSTER

MIDCAREER EXECUTIVE DEVELOPMENT COURSE #4

20 September - 30 October 1964

Name	Career Service	Degree	Age	Grade	Date of Grade
DD/S&T 25X1					
	R (OEL)	None	43	GS-13	1963
	R (ORD)	MS	33	GS-14	1964
	R (OCS)	AB	45	GS-14	1962
	R (OSA)	BS	32	GS-13	1963
DD/P 25X1					
	D	MA	46	GS-13	1963
	- D	MA	37	GS-13	1960
	D	LLB	42	GS-13	1961
	D	BA	35	GS-13	1962
	D	AB	38	GS-13	1960
	D	None	35	GS-13	1963
	D	BS	43	GS-14	1958
	D	BS	37	GS-13	1962
	D	MA	41	GS-14	1964
	D	BS	38	GS-13	1961
DD/I 25X1					
	ID	AB	35	GS-13	1963
	IP	BS	37	GS-14	1964
	IR	BME	45	GS-14	1954
	IOB	None	41	GS-13	1964
	IC	AB	43	GS-13	1961
	IOC	MA	44	GS-13	1956
	ID	MA	43	GS-13	1964
	IP	MA	35	GS-13	1964
DD/S 25X1					
	ST	AB	41	GS-13	1960
	SC	None	38	GS-13	1961
	SL	BS	45	GS-13	1961
	SF	BS	39	GS-13	1957
	SP	None	45	GS-13	1956
	S	AB	35	GS-13	1962
	SC	None	44	GS-13	1959
	SS	BS	35	GS-13	1961

*Denotes female student

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ROSTER

MIDCAREER EXECUTIVE DEVELOPMENT COURSE #5

11 January - 19 February 1965

Name	Career Service	Degree	Age	Grade	Date of Grade
DD/S&T 25X1					
	R (OSI)	PhD	40	GS-14	1961
	R (OCS)	BS	40	GS-14	1963
	R (OEL)	None	47	GS-13	1963
	R (OSI)	MA	38	GS-14	1963
DD/P 25X1					
	D	MA	33	GS-13	1964
	D	AB	39	GS-13	1962
	D	MA	41	GS-13	1960
	D	AB	38	GS-13	1962
	D	MA	39	GS-13	1961
	D	AB	42	GS-13	1963
	D	PhD	36	GS-13	1962
	D	None	37	GS-14	1962
	D	AB	40	GS-13	1958
	D	AB	37	GS-13	1958
DD/I 25X1					
	ID	AB	46	GS-13	1962
	IC	MA	42	GS-14	1961
	IP	BS	34	GS-13	1962
	IOC	None	41	GS-14	1957
	I	BS	38	GS-13	1960
	IOC	AB	46	GS-14	1958
	ID	MA	41	GS-13	1958
	IR	MS	43	GS-14	1963
DD/S 25X1					
	S	AB	40	GS-13	1963
	SC	None	41	GS-13	1963
	SF	MS	38	GS-13	1962
	SL	AB	42	GS-13	1963
	SC	None	38	GS-13	1962
	ST	BS	41	GS-14	1961
	SP	BS	44	GS-13	1960
	SS	None	42	GS-13	1961

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2 February 1965

MEMORANDUM FOR: Colonel White

 I have gone over the Office of Personnel's special report on CIA employees selected for the Midcareer Executive Development Course rather carefully and have talked with _____ about it. There appears 25X1 to be no question that we shall have a selection problem in promotions to GS-15 within a few years unless we take steps now to increase the Mid-career Program. This problem is occasioned by the phenomenon of our "personnel hump" which resulted from our massive recruitment from 1950 through 1952 and the subsequent leveling off. The problem is clearly projected for the future and its impact will not be evident until approximately Fiscal Year 1969.

 I concur with the recommendations that the yearly input into the Midcareer Program should be 150 students as opposed to the present 90 students, and that the age specifications should be dropped with a top age limitation of 41 years for GS-13s and 43 years for GS-14s.

 Before preparing a staffing paper for the Executive Director, I think we should first determine the impact upon the Office of Training in putting this proposed program into effect.

 To this end, attached is a proposed memorandum for your signature to the Director of Training requesting a staffing paper on this proposal.

25X1

 Recommend your signature.

R.L. Bannerman

Att

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17 March 1965

Helen:

Some time ago, perhaps several weeks at least, there was a special report attached to one of the Office of Personnel Highlight reports. This special report concerned the Midcareer Course and suggested changes. May I please see a copy of this report.

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